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DATA PREPARED BY OP FOR USE BY EACH CAREER SERVICE IN CONNECTION WITH PERSONNEL MOVEMENT AND MANAGEMENT PROGRAM IN THE 70's

Projections Cover Grades GS-11 Thru GS-18 (EP's Not Included) a/

Career Service	Projected Personnel Losses				Projected Promotional Headroom Available	
	Mand. Retire. Count b/	Elig. Retire. Count c/	Predicted Retirements d/	Other Seps. e/	Cum. Spaces (Mand. Retire. Only)	Cum. Spaces (Pred. Retire. +Other Seps.)
E	X	X		f/	X	
EL	X	X		f/	X	
S	X	X		f/	X	
SC	X	X	X	X	X	X
SF	X	X	X	X	X	X
SL	X	X	X	X	X	X
SM	X	X		f/	X	
SP	X	X		f/	X	
SS	X	X	X	X	X	X
ST	X	X	X	X	X	X
D	X	X	X	X	X	X
I	X	X		f/	X	
IA	X	X		f/	X	
IB	X	X		X	X	
IC	X	X	X	X	X	X
ID	X	X		f/	X	
IM	X	X	X	X	X	X
IN	X	X		f/	X	
IP	X	X	X	X	X	X
IR	X	X	X	X	X	X
IT	X	X	X	X	X	X
IX	X	X		f/	X	
R	X	X	X	X	X	X

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a/ Calculations were based on latest machine data available (30 April 1970).
b/ Per Agency policy
c/ Per statutes
d/ Used for a number of the larger Career Services. Predicted retirements consist of estimated non-mandatory retirements and reduced mandatory retirements for stipulated grade levels. (Method of prediction to be explained to personnel representative of each Career Service for which predictions were prepared.)
e/ Straight-line projections of FY 1970 non-retirement separations applicable to Career Service at designated grade levels.
f/ No projections were made of "other separations" for some of the smaller Career Services, but data on non-retirement separations in FY 1970, by grade, will be made available to the Career Services concerned.

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STEP 1: ESTIMATE OPPORTUNITIES FOR UPWARD MOVEMENT

		Action
1	For each Career Service estimate yearly professional separations within each grade.	OP
2	Prepare a grid of estimated yearly cumulative professional vacancies in each grade.	OP
3	Modify OP loss estimates and prepare revised grid of yearly cumulative professional vacancies (all grades)	Career Service
4	Prepare grid of cumulative opportunities for upward movement within Directorates and Agency.	OP

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STEP 2: ESTIMATE DIFFERENCES BETWEEN OPPORTUNITIES FOR UPWARD MOVEMENT AND NO. PROFESSIONALS HAVING POTENTIAL FOR ADVANCEMENT

		Action
1	Determine for each careerist potential for promotion one or more times within next ten years and in what years.	Career Service
2	Determine amount of yearly upward movement needed in each grade to handle promotable employees.	Career Service
3	Compare yearly number of promotional opportunities within each grade and yearly number of promotable people to determine problem areas. (Identify which grade levels in which years.)	Career Service
4	Assist Career Services in performing items above and prepare composites for Directorates and Agency.	OP

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STEP 3: DETERMINE ACTIONS NEEDED TO RESOLVE IDENTIFIABLE PROBLEM AREAS

		Action
1	Plan/propose actions on observable imbalances between promotion opportunities and promotable employees.	Career Service
2	Where appropriate, estimate future levels and categories of new personnel needed after considering expected yearly input levels and planned organizational, functional or technological changes. Identify new skills that need to be acquired in the future by personnel on board.	Career Service
3	Prepare a Career Service Situation Report for submission to Deputy Director concerned.	Career Service
4	Assist Career Services and prepare a composite Situation Report for each Directorate and the Agency. Evaluate Agency personnel policies and facilities for adequacy in meeting identifiable problem areas.	OP
5	Take actions and consider policy changes arising from Agency, Directorate and Career Service Situation Reports.	OP, CS, TNG Dep Dirs, DCI

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STEP 4. PLAN AND PROVIDE WHAT PROFESSIONALS NEED TO IMPROVE THEIR CAPABILITIES FOR NEW AND MORE RESPONSIBLE DUTIES (EMPLOYEE DEVELOPMENT GEARED TO MANAGEMENT NEEDS)

		Action
1	Determine how many careerists need to be developed annually to meet expected future Career Service personnel flows.	Career Service
2	Consider what each professional careerist who has potential to advance one or more grades needs in the form of specific job experience; specific rotational experiences; or training (internal and/or external)	Career Service
3	Combine individual job/training needs into Career Service inventories of training and assignment requirements and use as assignment and training opportunities arise or can be arranged.	Career Service
4	Assist Career Services as requested and prepare Directorate composite inventories of training and assignment requirements. Likewise prepare Agency inventories.	OP
5	Take follow-up actions required.	OP, CS, TNG, Dep Dirs, DCI

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